



# CEO PERFORMANCE REVIEW PANEL MINUTES

for the meeting

Monday, 16 September 2024

in the Colonel Light Room, Adelaide Town Hall

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**Present:**

**Presiding Member**                      **The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith**

**Independent Members**                **Gael Fraser**  
**Jeff Tate**

**In Attendance:**

**Independent Advisor**                **Andrew Reed, Hender Consulting**

**1 Acknowledgement of Country**

The Chair stated:

‘Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’

**2 Apologies and Leave of Absence**

Apologies:

Deputy Lord Mayor, Councillor Snape

Councillor Abrahamzadeh

**3 Confirmation of Minutes**

Moved by Gael Fraser,  
Seconded by Jeff Tate -

That the Minutes of the meeting of the CEO Performance Review Panel held on 3 June 2024, be taken as read and be confirmed as an accurate record of proceedings.

Carried

The Chief Executive Officer was invited to enter the Panel meeting at 3.22 pm.

The Chief Operating Officer left the Colonel Light Room at 3.27 pm and re-entered at 3.28 pm.

The Chief Operating Officer left the meeting at 3.29 pm.

**4 Items for Consideration and Determination**

**4.1 2023/24 Q4 KPI Progress Report**

It was then –

Moved by Jeff Tate,  
Seconded by Gael Fraser –

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives and notes the KPI progress report, Attachment A to Item 4.1 on the agenda for the meeting of the CEO Performance Review Panel held on 16 September 2024, outlining progress against the Chief Executive Officer’s endorsed 2023/24 Key Performance Indicators.

2. Notes that the CEO Performance Review Panel extends its congratulations to the Chief Executive Officer and Council staff on the successful delivery of the 2023/24 Key Performance Indicators.

Carried

The Presiding Member, with approval of a least two-thirds of members present, suspended meeting procedures pursuant to Regulation 20(1) of the *Local Government Act (Procedures at Meetings) Regulations 2013* at 3.33 pm.

Meeting procedures resumed at 4.24 pm.

#### **4.2 2024/25 CEO Performance KPIs**

Moved by Jeff Tate,  
Seconded by Gael Fraser -

#### THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

#### THAT COUNCIL

1. Notes benchmarking data was sought from all Australian Capital City Councils and desktop research undertaken for major Adelaide Metropolitan Councils regarding Appropriate Measures for KPI's 9 and 10.
2. Approves that the Chief Executive Officer's performance for the 2024/25 financial year will be assessed against;
  - the achievement of Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description as attached in the minutes of the CEO Performance Review Panel held on 16 September 2024, as Attachment A.
  - the outcomes of an appropriate 360-degree survey instrument, including Council Members, Senior Staff and external stakeholders.

Carried

#### **4.3 Remuneration Tribunal - update**

Moved by Gael Fraser,  
Seconded by Jeff Tate –

#### THAT THE CEO PERFORMANCE REVIEW PANEL

1. Notes the recent engagement and information exchanged between the Remuneration Tribunal and the City of Adelaide, outlined in the report and Attachment A and Attachment B, to Item 4.3 on the Agenda for the meeting of the CEO Performance Review Panel held on 16 September 2024.
2. Notes the Tribunal report regarding an Interim Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers, and the Interim Minimum And Maximum Chief Executive Officer Remuneration determination itself (respectively Attachments C and D to Item 4.3 on the Agenda for the meeting of the CEO Performance Review Panel held on 16 September 2024).

Carried

#### **Closure**

The meeting closed at 4.33 pm

The Lord Mayor, Dr Jane Lomax-Smith

**Chair**

**CEO Performance Review Panel**

**Document attached:**

**Item 4.2 – 2024/25 CEO Performance KPIs** – Tabled document - KPIs for the CEO for 2024525

**CEO KRAs**

- Leadership and Strategic Plan Delivery
- Financial and Risk Management
- Operational and Project Delivery
- Organisational Health (including Innovation and Service Improvement)
- Stakeholder Management
- Lord Mayor and Councillors

**FINAL 2024/25 CEO KPIs**

#	KPI	KRA
1	<p><b>Implement Year 1 Strategic Plan actions from adopted City of Adelaide Strategies:</b></p> <ul style="list-style-type: none"> <li>○ Housing</li> <li>○ Homelessness</li> <li>○ Integrated Climate</li> <li>○ Economic Development</li> </ul>	Leadership and Strategic Plan Delivery
2	<p><b>Deliver all key objectives in Council’s 2024/25 Business Plan and Budget</b>                      All key objectives delivered by end June 2025                      Budgeted operating result delivered</p>	Leadership and Strategic Plan Delivery  Financial and Risk Management
3	<p><b>Develop an Integrated Transport Strategy</b>                      Presented to Council by end of April 2025</p>	Leadership and Strategic Plan Delivery
4	<p><b>Deliver the Adaptive Re-use City Housing Initiative</b>                      Identification of building stock suitable for adaptive reuse by March 2025</p>	Leadership and Strategic Plan Delivery
5	<p><b>Update the Council’s Long-Term Financial Plan including the assumptions and parameters</b>                      Presented to Council by end of October 2024</p>	Financial and Risk Management
6	<p><b>Deliver Council’s 2024/25 Asset Renewal Works Program</b>                      Adopted by Council as part of the 2024/25 Business Plan and Budget                      Asset Renewal Funding Ratio of 92.5%  <i>The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at a rate of consumption.</i></p> <p><b>Deliver Council’s Major / New and Upgrade Works Program</b>                      Adopted by Council as part of the 2024/25 Business Plan and Budget including delivery of the Public Realm Greening Initiative program and Tree Planting Strategy.</p>	Operational and Project Delivery
7	<p><b>Mainstreet Revitalisation projects</b></p> <ul style="list-style-type: none"> <li>○ Commence construction of the Hindley Street revitalisation project</li> <li>○ Progress designs for Gouger Street, O’Connell Street and Hutt Street revitalisation projects by the end of June 2025</li> </ul>	Operational and Project Delivery

8	<b>Progress Organisational Culture Survey to establish an Employee Engagement baseline and develop an Organisational Culture Action Plan</b> Measures:	
8a	<ul style="list-style-type: none"> <li>○ Survey Conducted July 2024</li> <li>○ Action planning commenced by October 2024</li> <li>○ Regular reports back to staff on a quarterly basis</li> <li>○ Organisational Health (including Innovation and Service Improvement)</li> </ul>	
8b	Progress and implement an organisational structure review by December 2024 to enable the organisation to deliver on the Strategic Plan 2024/2028 outcomes and priorities based on a shared understanding of accountability and improved capacity across the organisation, including establishing measures of success.	
9	<b>Monitor and improve employee measures by 10% using Q3 2023/24 results as base</b>	Organisational Health (including Innovation and Service Improvement)
Measures: <ul style="list-style-type: none"> <li>○ Attraction and Retention of Employees             <ul style="list-style-type: none"> <li>▪ Employee turnover (excluding casuals) to be &lt;13%</li> <li>▪ Turnover of Employees with less than two years' service to be &lt;40</li> </ul> </li> <li>○ Employee participation in Performance and Development Conversations process &gt;88%</li> <li>○ Employee participation in and completion of Mandatory Training 100%</li> </ul>		
10a	<b>Improve the customer experience for residents, businesses, and city users</b> All key priorities delivered by end June 2025 Using Q3 2023/24 results as baseline, seek 10% improvement	
Measures: <ul style="list-style-type: none"> <li>○ Voice of Customer Surveys achieve a rating of 3.5 or higher             <ul style="list-style-type: none"> <li>▪ Customer Satisfaction six month average to be &gt;52%</li> <li>▪ Customer Ease/Effort six month average to be &gt;61%</li> </ul> </li> <li>○ Overall satisfaction with delivery of Council services &gt;70%</li> <li>○ Overall satisfaction with delivery of Council services &gt;70% sources Baseline City User Profile (CUP Survey), Resident and Business surveys</li> </ul>		
10b	<b>Improve the service experience for the Lord Mayor and Councillors</b> All key priorities delivered by end June 2025	Stakeholder Management Lord Mayor and Councillors
Priorities: <ul style="list-style-type: none"> <li>○ Effective management of responses to Council Members and related constituent enquiries</li> <li>○ Respond in a timely manner to CEO undertakings following Council and Committee meetings</li> <li>○ Ensure responses to requests submitted by Council Members and logged in the FreshDesk system, are provided in accordance with agreed timeframes</li> </ul> Proposed Measures: <ul style="list-style-type: none"> <li>○ 80% of decisions and CEO undertakings closed out within 12 months</li> </ul>		

*Extraordinary items, subsequent Council decisions and/or directions may impact attainment of these KPIs*